

(ATTACHMENT 5) ACTION ON THE AWARD OF EXCEPTION-TO-BID REQUESTS

Contract Requisition Number: CR029122
Contract Number: C026217
Vendor Number: V027298

MILWAUKEE BOARD OF SCHOOL DIRECTORS PROFESSIONAL SERVICES CONTRACT

This Contract is being entered into this 1st day of May 2017, by and between ("Contractor") and Milwaukee Board of School Directors ("MPS").

1. SCOPE OF SERVICES

Contractor shall specifically perform the following tasks:

Contractor shall, in accordance with its proposal dated January 31, 2017, attached hereto as Exhibit A and incorporated by reference, shall provide project management consulting services in conjunction with MPS's implementation of a new HRMS/FIS system.

Contractor shall provide, at its own expense, all personnel required to perform the services under this Contract.

2. TERM

This Contract shall be in effect from May 1, 2017 through January 31, 2019.

No work shall commence before a Contractor receives a fully executed Contract and has been given approval to proceed. Any work performed by the Contractor prior to obtaining a fully-executed Contract with approval to proceed shall not be compensated pursuant to this Contract. Any continuation of the Contract beyond this term must be set forth in writing and signed by the original signatories to the Contract.

3. COMPENSATION

Total compensation under this Contract shall not exceed \$1,066,400.00. Services will be billed as set forth in Section 4 of Contractor's Proposal.

MPS reserves the right to determine in its sole discretion whether services have been adequately and fully delivered; to withhold payment until services are fully and adequately delivered; or to disallow a pro rata share of payments for services not fully and adequately delivered.

Milwaukee Public Schools does not pay in advance for services. No payment shall be made until a properly submitted invoice is approved. Invoices shall be submitted to:

Milwaukee Public Schools
ATTN: Chad Meyer, Senior Director of Technology
5225 W. Vliet Street
Milwaukee, WI 53208

A properly submitted invoice must include a detailed description of the dates and times worked, and the tasks performed. As a matter of practice, MPS attempts to pay all invoices in 30 days. It is mutually agreed that State Prompt pay law does not apply to this Contract.

Unless otherwise specified, MPS shall not pay invoices submitted more than 60 days after actual work. In the case of grant funding, no payments shall be made after grant close out. Final invoices must be marked as such.

4. NON APPROPRIATION OF FUNDS

This Contract is contingent upon the appropriation of sufficient funds by appropriate MPS officials. If funds are not appropriated, Contractor agrees to take back any commodities furnished under the Contract, terminate any services supplied to MPS under the Contract, and relieve MPS of any further obligations under the Contract.

5. NON-DISCRIMINATION

In the performance of work under this Contract, Contractor shall not discriminate in any way against any employee or applicant for employment on the basis of a person's sex, race, age, religion, national origin, ancestry, creed, pregnancy, marital or parental status, sexual orientation, disability, or socio-economic status. This prohibition includes but is not limited to employment; promotions, demotions and transfers; recruitment; advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeships. Contractor is required to include a similar provision in all subcontracts to this Contract.

If MPS determines Contractor has violated this non-discrimination policy, MPS may terminate this Contract without liability for undelivered services or materials. MPS may also deem the Contractor ineligible to participate in future contracts with MPS.

6. INDEMNITY

Notwithstanding any references to the contrary, Contractor assumes full liability for all of its acts or omissions in the performance of this Contract, as well as the acts or omissions of its subcontractors. Contractor shall indemnify and hold harmless MPS, its agents, officers and employees against all liabilities, losses, judgments, decrees, costs, and expenses that may be claimed against MPS as a result of granting of this Contract to said Contractor, or that may result from the carelessness or neglect of said Contractor, its agents, or employees. If judgment is recovered against MPS in suits of law or equity for any reason, including by reason of the carelessness, negligence, or acts or omissions of the Contractor, against such persons, firms or corporations carrying out the provisions of the Contract for the Contractor, the Contractor assumes full liability for such judgment, not only as to any monetary award, but also as to the costs, attorneys' fees or other expenses resulting therefrom.

In accordance with applicable laws, MPS shall be responsible for defending and paying judgments on behalf of its officers, employees and agents while acting within the scope of their employment or agency for any claims that may arise out of MPS's negligence for acts, policies, or directives that affect the activities covered by this Contract.

7. BACKGROUND CHECKS

Contractor will conduct, at Contractor's expense, a criminal information records background check, (hereinafter referred to as "background check"), through the Wisconsin Department of Justice and other appropriate states' agencies, on all current and potential administrators, board members, officers, and employees who have, or who are anticipated to have, "direct, unsupervised contact" with MPS students in the performance of this Contract.

An out of state background check should be completed in the state(s) in which the individual resided for at least six months within the last two years and was eighteen years or older at the time.

Contractor will submit to MPS's Department of Employment Relations (DER), (via mail to Milwaukee Public Schools Background Checks, Attn: Department of Employment Relations, Room 116, 5225 West Vliet Street, Milwaukee, WI 53208, or via email at 564@milwaukee.k12.wi.us), all completed background checks. Such records will be reviewed and MPS will notify Contractor of any individual(s) who, based on MPS standards, are unfit and should not have contact with MPS students. All determinations made by MPS with regards to whether an individual is fit to provide services pursuant to this Contract are made in MPS's sole discretion.

The following will each be a material failure to comply with the terms of this Contract and cause for immediate termination of this Contract by MPS: failure to perform background checks as outlined in this Section 7; failure to submit background checks to MPS as outlined in this Section 7; allowing services to be provided by an individual who has not be subjected to a background check; and allowing services to be performed by an individual who has been determined to be unfit by MPS as outlined in this Section 7.

8. INSURANCE AND PROOF OF FINANCIAL RESPONSIBILITY

Contractor understands and agrees that financial responsibility for claims or damages to any person, or to Contractor's employees and agents, shall rest with the Contractor. Contractor and its subcontractors shall effect and maintain any insurance coverage, including, but not limited to, Workers' Compensation, Employers' Liability, General Liability, Contractual Liability, Automobile Liability and Umbrella Liability to support such financial obligations. The indemnification obligation, however, shall not be reduced in any way by existence or non-existence, limitation, amount or type of damages, compensation, or benefits payable under Workers' Compensation laws or other insurance provisions.

The minimum limits of insurance required of the Contractor by MPS shall be:

Workers' Compensation	Statutory Limits
Employers' Liability	\$100,000 per occurrence
General Liability	\$1,000,000 per occurrence/\$2,000,000 aggregate
Auto Liability	\$1,000,000 per occurrence
Umbrella (excess) Liability	\$1,000,000 per occurrence

The Milwaukee Board of School Directors shall be named as an additional insured under Contractor's and subcontractors' general liability insurance and umbrella liability insurance. Evidence of all required insurances of Contractor shall be submitted electronically to MPS via its third party vendor, EXIGIS Risk Management Services. Waivers and exceptions to the above limits will be in the sole discretion of MPS and shall be recorded in the EXIGIS system, which records are incorporated into this Contract by reference. The certificate of insurance or policies of insurance evidencing all coverages shall include a statement that MPS shall be afforded a thirty (30) day written notice of cancellation, non-renewal or material change by any of Contractor's insurers providing the coverages required by MPS for the duration of this Contract.

9. SHIPPING /TAXES

If goods are provided pursuant to this Contract, please note that MPS is exempt from Federal Excise and Wisconsin Sales Taxes. All vendor quotes, bids and invoices must include delivery FOB destination to the MPS location receiving the goods and freight must be prepaid. This means any freight, shipping, processing, handling or like charges must be part of a unit price. Any separate line items for freight, shipping, processing, handling or like charges listed on an invoice will be deleted and NOT PAID.

All textbook purchases shall be governed by the terms and conditions in the Milwaukee Board of School Director Textbook Contract, found on the Milwaukee Public Schools portal (<http://mpsportal.milwaukee.k12.wi.us>) which provides that textbooks shipped to MPS or its schools must be done at no additional charge to MPS or its schools.

MPS reserves the right to reject any items that do not conform to the bid, quote or Purchase Order. All return freight charges associated with the rejected materials shall be borne by the vendor.

10. IRREPARABLE HARM

It is mutually agreed the breach of this Contract on Contractor's part shall result in irreparable and continuing damage to MPS for which money damages may not provide adequate relief. Therefore, the breach of this Contract on Contractor's part shall entitle MPS to both preliminary and permanent injunctive relief and money damages insofar as they can be determined under the circumstances.

11. TERMINATION BY CONTRACTOR

Contractor may, at its option, terminate this Contract upon the failure of MPS to pay any amount, which may become due hereunder for a period of sixty (60) days following submission of appropriate billing and supporting documentation. Upon said termination, Contractor shall be paid the compensation due for all services rendered through the date of termination including any retainage.

12. TERMINATION BY MPS - BREACH BY CONTRACTOR

If Contractor fails to fulfill its obligations under this Contract in a timely or proper manner, or violates any of its provisions, MPS shall thereupon have the right to terminate it by giving five (5) days written notice before the effective date of termination of the Contract, specifying the alleged violations, and effective date of termination. The Contract shall not be terminated if, upon receipt of the notice, Contractor promptly cures the alleged violation with five (5) days. In the event of termination, MPS will only be liable for services rendered through the date of termination and not for the uncompleted portion, or for any materials or services purchased or paid for by Contractor for use in completing the Contract.

13. TERMINATION BY MPS

MPS further reserves the right to terminate this Contract at any time for any reason by giving Contractor written notice by Registered or Certified Mail of such termination. MPS will attempt to give Contractor 20 days' notice, but reserves the right to give immediate notice. In the event of said termination, Contractor shall reduce its activities hereunder, as mutually agreed to, upon receipt of said notice. Upon said termination, Contractor shall be paid for all services rendered through the date of termination, including any retainage. This section also applies should the Milwaukee Board of School Directors fail to appropriate additional monies required for the completion of the Contract.

14. INDEPENDENT CONTRACTOR

Contractor agrees and stipulates that in performing this Contract, it is acting as an Independent Contractor, and that no relationship of employer and employee, partnership or joint venture is created by this Contract. Contractor has exclusive control over work hours, location, and other details of such services, and MPS's sole interest is to ensure that said service shall be performed and rendered in a competent, safe, efficient, timely and satisfactory manner in accordance with the terms of this Contract.

Contractor has the sole obligation to provide for and pay any contribution or taxes required by federal, state or local authorities imposed on or measured by income. Contractor specifically covenant not to file any complaint, charge, or claim with any local, state or federal agency or court in which Contractor claims to be or to have been an employee of MPS during the period of time covered by this Contract and that if any such agency or court assumes jurisdiction of any complaint, charge or claim against MPS on Contractor's behalf, Contractor will request such agency or court to dismiss such matter. MPS shall not be charged any obligation or responsibility whatsoever of extending any fringe benefits which may be extended to MPS employees, including any insurance, or pension plans.

Contractor further agrees that MPS is not to be charged with the obligation or responsibility of extending any fringe benefits such as hospital, medical and life insurance, or pension plans which may be extended to employees of MPS from time-to-time and further agree to indemnify and hold harmless MPS and all its employees, officers and agents from any liability for personal injuries, including death, or for damage to or loss of personal property, which might occur as a result of the performance of the services provided for under this Contract.

15. ASSIGNMENT LIMITATION

This Contract shall be binding upon and inure to the benefit of the parties and their successors and assigns; provided, however, that neither party shall assign its obligations hereunder without the prior written consent of the other.

16. PROHIBITED PRACTICES

- A. Contractor during the period of this Contract shall not hire, retain or use for compensation any member, officer, or employee of MPS to perform services under this Contract, or any other person who, to the knowledge of Contractor, has a conflict of interest.
- B. Contractor hereby attests it is familiar with MPS's Code of Ethics, providing in pertinent part, "[a]n employee of Milwaukee Public Schools may not accept any gift or gratuity in excess of \$25.00 annually from any person, persons, group or any firm which does business with or is attempting to do business with MPS."
- C. No person may enter into this Contract for services that the MPS employee would otherwise perform as an employee.
- D. No current or former MPS employee may perform services on a professional services contract without the prior written consent of the MPS Chief Human Capital Officer or his/her designee.
- E. If the Contract is for apparel for \$5,000.00 or more, the Contractor agrees to provide only items manufactured by responsible manufacturers. Contractor is required to include a similar provision in all subcontracts to this Contract.

17. LIVING WAGE REQUIREMENT

Contractor shall comply with, and ensure its subcontractors performing work under this Contract comply with, Milwaukee Board of School Directors' Administrative Policy 3.09(17), which requires that employees be paid a "living wage."

18. NOTICES

Notices to either party provided for in this Contract shall be sufficient if sent by Certified or Registered mail, postage prepaid, addressed to the signatories on this Contract, or to their designees.

19. WAIVER

The waiver or failure of either Party to exercise in any respect any rights provided for in this Contract shall not be deemed a waiver of any further right under this Contract.

20. INTEGRATION / SEVERABILITY

This Contract and its exhibits and addenda, if any, constitute the entire Contract among the Parties with respect to the subject matter hereof and supersede all prior proposals, negotiations, conversations, discussions and Contracts among the Parties concerning the subject matter hereof. No amendment or modification of any provision of this Contract shall be effective unless the same shall be in writing and signed by both Parties.

The District shall not be bound by any terms and conditions included in of Contractor's packaging, service catalog, brochure, technical data sheet or other document which attempts to impose any conditions at variance with or in addition to the terms and conditions contained herein.

If any term or provision of this Contract should be declared invalid by a court of competent jurisdiction or by operation of law, the remaining terms and provisions of this Contract shall be interpreted as if such invalid Contracts or covenants were not contained herein.

21. CHOICE OF LAW & FORUM

The state courts of Wisconsin shall be the sole forum for all disputes arising of this Contract. The validity, construction, enforcement and effect of this Contract shall be governed solely by the laws of the State of Wisconsin.

22. TIMING

Time is of the essence in this Contract.

23. CERTIFICATION REGARDING DEBARMENT OR SUSPENSION

Contractor certifies that neither Contractor or its principals; its subcontractors or their principals; the sub-recipients (if applicable) or their principals are suspended, debarred, proposed for debarment, voluntarily excluded from covered transactions, or otherwise disqualified by any federal department or agency from doing business with the Federal Government pursuant to Executive Orders 12549 and 12689. Contractor specifically covenants that neither the Contractor or its principals, its sub-contractors or their principals, or the sub-recipients (if applicable) or their principals are included on the Excluded Parties List System (“EPLS”) maintained by the General Services Administration (“GSA”).

24. FORCE MAJEURE

MPS will not be liable to pay Contractor for any work that the Contractor is unable to perform due to act of God, riot, war, civil unrest, flood, earthquake, outbreak of contagious disease or other cause beyond MPS’s reasonable control (including any mechanical, electronic, or communications failure, but excluding failure caused by a party’s financial condition or negligence).

25. STUDENT DATA

Contractor acknowledges that student data is protected by both federal and state law. *See* Wis. Stat. § 118.125; 20 U.S.C. § 1232g(b); 34 C.F.R. § 99.1 *et seq.* If MPS determines that Contractor has disclosed any student record information in violation of either federal or state law, without prejudice to any other rights or remedies the MPS may have, MPS shall be entitled to immediately terminate this and every other existing Contract without further liability. Moreover, MPS may bar Contractor from future MPS contracts for varying periods up to and including permanent debarment.

26. NON-DISCLOSURE

Absent prior written consent of the person listed in Section 3 or his/her designee, Contractor shall not: (1) disclose, publish, or disseminate any information, not a matter of public record, that is received by reason of this Contract, regardless of whether the Contractor is or is not under contract at the time of the disclosure; or (2) disclose, publish, or disseminate any information developed for MPS under this Contract. Contractor agrees to take all reasonable precautions to prevent any unauthorized use, disclosure, publication, or dissemination of the same information.

All information and any derivatives thereof, whether created by MPS or Contractor under this Contract remains the property of MPS and no license or other rights to such information is granted or implied hereby. For purposes of this Contract, “derivatives” shall mean: (i) for copyrightable or copyrighted material, any translation, abridgment, revision, or other form in which an existing work may be recast, transformed, or adapted; and (ii) for patentable or patented material, any improvement thereon.

Within ten business days of the earlier of receipt of MPS’ written or oral request, or final payment, Contractor will return all documents, records, and copies thereof it obtained during the development of the work product covered by this Contract.

27. MPS LOGO/PUBLICITY

No Contractor shall use the MPS Logo in its literature or issue a press release about the subject of this Contract without prior written notice to and written approval of MPS’s Executive Director of Communications & Outreach.

28. ORDER OF PRIORITY

Should Contractor and MPS sign Contractor’s Contract in addition to this Contract, the terms set forth in this Contract shall govern in the event of a conflict.

29. PUBLIC RECORDS

Both parties understand that the Board is bound by the Wisconsin Public Records Law, and as such, all of the terms of this Contract are subject to and conditioned on the provisions of Wis. Stat. § 19.21, *et seq.* Contractor acknowledges that it is obligated to assist the Board in retaining and producing records that are subject to Wisconsin Public Records Law, and that the failure to do so shall constitute a material breach of this Contract, and that the Contractor must defend and hold the Board harmless from liability under the law. Except as otherwise authorized, those records shall be maintained for a period of seven years after receipt of final payment under this Contract.

30. CONTRACT COMPLIANCE REQUIREMENT

The HUB requirement on this Contract is 0%. The student engagement requirement of this Contract is 800 hours. The Career Education requirement for this Contract is 20 hours. Failure to achieve these requirements may result in the application of some or all of the sanctions set forth in Administrative Policy 3.10, which is hereby incorporated by reference.

IN WITNESS WHEREOF, the parties here to have executed this Contract on the day, month and year first above written.

CONTRACTOR (Vendor #: V027298)

MILWAUKEE BOARD OF SCHOOL DIRECTORS

By: _____
Authorized Representative

By: _____
*Kari H. Race, J.D., Acting Director
Procurement and Risk Management*

Date: _____
PLANTE & MORAN PLLC
26300 NORTHWESTERN HIGHWAY, STE 120
SOUTHFIELD, MI 48076

Date: _____
By: _____
*Darienne B. Driver, Ed.D.
Superintendent of Schools*

Date: _____

SSN / FEIN:

Budget Code: TSV-0-0-PSU-FN-ECTS

By: _____
*Mark A. Sain, President
Milwaukee Board of School Directors*

Date: _____

Reviewed by Risk Management:

By: _____

Date: _____

{ get there. }

MILWAUKEE PUBLIC SCHOOLS | JANUARY 31, 2017

plante moran

audit • tax • consulting • wealth management



January 31, 2017

Milwaukee Public Schools
Ms. Kari Race
Department of Procurement & Risk Management
5225 W. Vliet St., Room 160
Milwaukee, WI 53208

Dear Kari:

Plante Moran is pleased to provide this proposal to Milwaukee Public Schools (MPS) to perform Implementation Project Management Consulting Services as part of the District's HRMS/FIS Implementation initiative. We are excited about the possibility of continuing to work with the District on this very important project and believe we have assembled a strong project team with the expertise and experience it requires.

Our proposal outlines Plante Moran's approach to implementation management which is based on a Project Management Office (PMO) methodology, consisting of a team of MPS, Plante Moran, and software vendor staff. This approach will provide for a consistent project management presence throughout the lifecycle of the project. The PMO approach offers MPS a team of Plante Moran staff who will provide a combination of on-site and off-site assistance, working seamlessly with the District. Our team includes staff with project management, implementation and functional expertise, as well as MPS-specific knowledge gained through the selection process.

In addition, our proposed project team brings extensive knowledge and experience gained in working with public schools and other public sector clients in the implementation of ERP solutions. More specifically, we have become well recognized for our PMO- based project management services related to the implementation of ERP solutions. We offer the following benefits:

- Significant recent and current experience in providing project management assistance as part of ERP implementation projects that have included both upgrades and new implementations for public sector clients to include:
 - Garland Independent School District, TX
 - Oakland Schools, MI
 - Richland County School District One, SC
 - Broward County, FL
 - County of Monterrey, CA
- Significant experience in providing ERP implementation services for clients using a blend of both on-site and off-site resources to perform these services. Through these experiences we have been able to effectively delineate responsibilities between the client, software vendor and our team in providing seamless project management services.
- We have developed a significant number of ERP implementation-related tools to effectively manage all phases of an ERP implementation project. This includes extensive use of Microsoft SharePoint as a collaboration environment for managing the large amount of documentation produced on these projects and as a communication tool for the project team and client staff regarding all aspects of the project.

Based on our experience in selecting and implementing both Tier 1 and Tier 2 ERP solutions, we have a strong understanding of the project management skill sets and resource requirements needed for a successful implementation. Details on our approach are presented in subsequent sections of this proposal.

We have enjoyed working with the MPS team throughout the selection process and are honored that you are requesting a proposal for additional services. Please contact me at 248.223.3304 or Judy.Wright@plantemoran.com if you have any questions.

Sincerely,

PLANTE & MORAN, PLLC

A handwritten signature in black ink, appearing to read "Judy Wright".

Judy Wright, Partner
Public Sector Consulting Practice

cc: Melissa Miller, Pam Voorhees, Matt Lindner

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Section 1: Executive Summary

1.1 PROPOSED APPROACH

In order to effectively implement ERP solutions within the public sector environment, we have developed a methodology that consists of a set of tools, techniques and templates. This methodology, which has been refined over a period of time and a large number of ERP implementations, is based on the Project Management Institutes (PMI) Project Management Body of Knowledge (PMBOK) incorporating those elements of PMBOK that are relevant to each of the major phases and activities that need to be accomplished as part of a major systems implementation project. This approach is independent of the software vendor/integrator implementation methodology and, as a result, has been used successfully on a number of implementations with various Tier 1 and Tier 2 ERP solutions.

The project will be organized and executed according to the following major project management phases:

- Project Initiation and Planning Activities
- Project Execution and Controlling Activities
- Project Closing and Post Implementation Support Activities

Further detail on the activities associated with each phase is provided in the Approach and Methodology section of this response.

We are pleased to offer MPS a Project Management Office (PMO) approach consisting of Plante Moran, software vendor and District staff. This approach offers significant benefits over the traditional “contract project manager,” including lower risk and lower overall costs. In addition, this approach allows for subject matter experts to be easily and economically drawn into the project as needed. The PMO approach will provide for a consistent project management presence throughout the entire course of the project.

Using this approach, Plante Moran offers the District a team of staff who will provide a combination of on-site and off-site assistance while working seamlessly with the District staff. Using this approach we will provide the District with the following benefits:

1. The District will have significant project management support including full-access to Plante Moran staff when needed. In fact, the coverage is better than being reliant on one individual (who may be ill, on vacation, or otherwise unavailable). The District will likely require access to more than one resource at a time including project management and subject matter experts; the PMO approach recognizes this and is structured to provide multiple resources in a coordinated manner.
2. Traditional verification and validation audits in which we will monitor activities of the implementation vendor, serving as an independent third-party to evaluate issues and risks to the projects. The PMO provides this independent review and oversight of the ERP system implementation vendor.
3. Knowledge Transfer is possibly the greatest benefit to the District. Plante Moran will be using skills and templates from previous projects that can be leveraged by the District staff. As a result, the District staff build their skills, and the District realizes an increase in staff capabilities by project's end.

We believe that our proposed solution will provide the District with significant value in terms of the ability to implement the proposed solution on-time and within budget, while minimizing the overall risk to the organization. A critical phase of our approach will focus on clearly define roles and responsibilities of the District, Vendor and Plante Moran staff. During Project Initiation and Planning activities, we will work with the District to develop a Project Governance and Organization Structure that will provide guidance throughout the project.

Section 2: Approach & Methodology

2.1 PROJECT WORK PLAN

2.1.1 Project Initiation and Planning

As part of the initiation and planning phase of the project, there are a number of project activities that will be performed to develop a solid foundation for the project. The following table identifies the activities that we anticipate occurring during the start-up phase of the project, although they may not be performed in the exact order presented.

	Activities	Deliverables/Tools	Plante Moran Role
1.	Define project organizational structure including roles and responsibilities for the following major project functions: <ul style="list-style-type: none"> • Executive sponsor(s) • Project leads (District, Vendor, Plante Moran) • Project steering committee • Functional/Process teams • Communications and Change Management team • Technical team including System administrator, Configuration management coordinator, Interfaces and modifications coordinator, Help desk, Report development, Interfaces development • Training team • Project administrator • Collaboration environment administrator • Rights administrator(s) • Facilities coordinator • Testing coordinator • Meeting scheduling coordinator • Project plan management • Documentation development • Report development • Data conversion • Post implementation coordinator 	<ul style="list-style-type: none"> • Project Organizational Chart • Roles and Responsibilities Matrix 	Lead

	Activities	Deliverables/Tools	Plante Moran Role
2.	<p>Define the on-going system support structure to include:</p> <ul style="list-style-type: none"> • Governance body (Executive Steering Committee) • Project functional leads • IT project lead • Help desk • System administrator • Report development • Rights administrator • Database administrator • Programmer/analyst • Module leads • Training and documentation administrator 	<ul style="list-style-type: none"> • System Support Plan 	Lead
3.	<p>Develop the project scope statement that includes the following:</p> <ul style="list-style-type: none"> • In-scope areas, functions and activities • Out-of-scope areas, functions and activities • List of deliverables with timing • Milestones with timing 	<ul style="list-style-type: none"> • Scope Statement 	To be included as part of the negotiated SOW with the vendor
4.	Develop the Project Plan	<ul style="list-style-type: none"> • Project Plan 	Participate To be developed by the vendor
5.	<p>Develop procedure for updating and reviewing project plan including:</p> <ul style="list-style-type: none"> • What will be updated • Who will make the updates • How frequently are the updates made and reviewed • What reports are generated for review 		
6.	Develop an overall project timeline that incorporates vendor and the District tasks and responsibilities.	<ul style="list-style-type: none"> • Project Timeline 	Participate To be developed by the vendor
7.	<p>Define project deliverables and milestones and track with the following information:</p> <ul style="list-style-type: none"> • Deliverable/milestone name • Deliverable/milestone description • Area of responsibility • Expected due date • Actual due date 	<ul style="list-style-type: none"> • Project Deliverables/ Milestones Tracking Sheet 	Participate Included as part of the project plan

	Activities	Deliverables/Tools	Plante Moran Role
8.	<p>Complete the Stakeholder Impact Matrix that includes:</p> <ul style="list-style-type: none"> Stakeholder group Expectations on the outcome of the project Impact to them as a result of performing the project 	<ul style="list-style-type: none"> Stakeholder Impact Matrix 	Lead
9.	<p>Identify methods to handle additional staff workload including:</p> <ul style="list-style-type: none"> Staff backfill Comp time Others 		Participate
10.	<p>Procure facility locations for the following purposes:</p> <ul style="list-style-type: none"> The Plante Moran project management team Vendor project management team Vendor consultant resources Consulting rooms Training rooms Testing area General meeting rooms 		Provide guidance as to facility requirements
11.	<p>Procure necessary physical and other resources for the project to include:</p> <ul style="list-style-type: none"> Workspace Network connections Network ID and password SharePoint access VPN access Physical security access including badge Materials and other supplies 		Provide guidance as to other project requirements
12.	<p>When multiple project management and quality assurance entities are involved, clearly define roles and responsibilities between each of the entities.</p>	<ul style="list-style-type: none"> Implementation Management Responsibilities Matrix 	Lead
13.	<p>Identify the individual(s) who will be responsible for scheduling of all meetings and facilities on the project.</p>	<ul style="list-style-type: none"> Meeting and Room Scheduling Coordinator 	District responsibility
14.	<p>Define and discuss client expectations of what is to be expected during the project and once the project is completed for each of the functional areas and executive sponsors.</p>	<ul style="list-style-type: none"> Client Expectations 	Lead
15.	<p>Determine what costs are going to be tracked and charged to the project and how they will be charged including staff time.</p>		District decision to be made
16.	<p>Develop a projected cash flow for the project.</p>	<ul style="list-style-type: none"> Cash Flow Matrix 	Lead

	Activities	Deliverables/Tools	Plante Moran Role
17.	<p>Define the templates, tools and a process for budget monitoring including:</p> <ul style="list-style-type: none"> • What is tracked • Who is responsible for tracking • Where is it tracked • How often is it reported 	<ul style="list-style-type: none"> • Budget Monitoring Tool • Cost Management Plan 	Lead
18.	<p>Conduct a project risk assessment session to define:</p> <ul style="list-style-type: none"> • Risk scenario • Risk trigger • Controllability of risk • Probability of risk occurring • Risk impact (quantitative and qualitative) • Mitigation factors • Contingencies if the risk occurs • Risk owner 	<ul style="list-style-type: none"> • Project Risk Assessment Matrix 	Participate To be developed by the vendor
19.	<p>Define procedure for on-going project risk management including:</p> <ul style="list-style-type: none"> • How often it is reviewed and updated • Who is responsible for monitoring and updating risks. 	<ul style="list-style-type: none"> • Risk Management Plan • Risk Tracking Database 	Lead
20.	<p>Define a process for acceptance of project deliverables.</p>	<ul style="list-style-type: none"> • Deliverable Acceptance Form 	Lead
21.	<p>Define the templates, tools and a process for tracking issues and action items including:</p> <ul style="list-style-type: none"> • How are action items identified • How and where action items are logged • Who is responsible for tracking and resolving action items • Frequency of reviewing the open action items list and who is involved in the review 	<ul style="list-style-type: none"> • Issues and Action Items Database 	Participate To be developed by the vendor
22.	<p>Define the templates, tools and a process for meeting management including:</p> <ul style="list-style-type: none"> • Meeting protocol • Template for documenting meeting minutes • Definition as to how meeting minutes are archived • Definition of how often teams should meet 	<ul style="list-style-type: none"> • Meeting Minutes Summary Form • Meeting Protocol • Meeting Frequency 	Lead
23.	<p>Define the templates, tools and a process for status reporting including:</p> <ul style="list-style-type: none"> • Who needs to develop status reports • How often are status reports developed • Where and who reviews status reports 	<ul style="list-style-type: none"> • Status Report Template • Status Report Frequency 	Lead

	Activities	Deliverables/Tools	Plante Moran Role
24.	Define the templates, tools and a process for initiating, reviewing, approving and tracking of change orders that may include impacts to cost, time and scope.	<ul style="list-style-type: none"> Change Order Form Change Order Summary Form Change Management Plan 	Lead
25.	Determine who is responsible for the scheduling of rooms and staff for technical and consulting resources and coordinating these activities with the vendor.	<ul style="list-style-type: none"> Room Scheduling Coordinator 	District responsibility
26.	Document the following with respect to decision-making on the project: <ul style="list-style-type: none"> How are decisions to be made Who needs to review decisions How are decisions documented 	<ul style="list-style-type: none"> Decision-Making Log Decision-Making Process 	Lead
27.	Define project procurement procedures including: <ul style="list-style-type: none"> How project purchases are processed Who handles project purchases What purchases are tracked and by whom 	<ul style="list-style-type: none"> Procurement Management Plan 	District responsibility
28.	Develop a Communications Management Plan that documents the methods for gathering, storing and distributing various types of project information.	<ul style="list-style-type: none"> Communications Management Plan 	Participate To be developed by the vendor
29.	Define the communications needs of the various project stakeholders to include: <ul style="list-style-type: none"> Stakeholder group Information needs Methods/tools to satisfy those needs 	<ul style="list-style-type: none"> Stakeholder Communication Needs 	Lead
30.	Develop and implement a Project Collaboration Center: <ul style="list-style-type: none"> Define information to be tracked Define structure of collaboration environment Define collaboration administrator Implement structure 	<ul style="list-style-type: none"> Project Collaboration Center 	Participate To be developed by the vendor
31.	Determine and define a Quality Management Plan and Quality Review process for the project.	<ul style="list-style-type: none"> Quality Management Plan Quality Review Process 	Participate To be developed by the vendor
32.	Determine whether any team development activities will be conducted during the project.	<ul style="list-style-type: none"> Team Development Activities 	Participate

	Activities	Deliverables/Tools	Plante Moran Role
33.	Conduct a project kick-off meeting to include the following: <ul style="list-style-type: none"> • Provide an overview of the project including reasons for the project • Describe how the project is organized including roles and responsibilities • Define how success will be achieved • Describe how the project will operate • Define the project timeline 	<ul style="list-style-type: none"> • Project Kick-Off Meeting, agenda and presentation 	Participate To be developed by the vendor

2.1.2 Project Execution and Controlling

Upon completion of the initiation and planning phases of the project, the project will migrate to an execution and controlling phase in which the project tasks defined during the planning phases will be performed. In essence, this phase of the project is where the large majority of activities and time will be spent managing and controlling the project. We anticipate the following activities being performed in this phase of the project:

	Activities	Deliverables/Tools	Plante Moran Role
System Installation and Configuration			
1.	Acquire, install and configure any other physical items (printers, desktop hardware and software, etc.).		Review results
2.	Define and document configuration management processes and coordinator.	<ul style="list-style-type: none"> Configuration Management Process 	Review results
3.	Document installed technical environment.	<ul style="list-style-type: none"> Documented Technical Environment 	Review results
4.	Define FTP site for transferring of large files between the client and vendor.	<ul style="list-style-type: none"> FTP site 	District responsibility
5.	Define and develop Disaster Recovery Plan.	<ul style="list-style-type: none"> Disaster Recovery Plan 	To be included as part of the negotiated contract with the vendor
Meetings and Status Reporting			
6.	Conduct team leads meeting.		Lead
7.	Conduct project management status meetings.		Lead
8.	Conduct Project Executive Steering Committee meetings.		Lead
9.	Conduct ad-hoc meetings, as needed.		Joint Lead with Vendor
10.	Document and archive meeting minutes.	<ul style="list-style-type: none"> Meeting Minutes 	Joint Lead with Vendor
11.	Prepare and present project status reports.	<ul style="list-style-type: none"> Status Reports 	Joint Lead with Vendor
Budget Management			
12.	Track project costs.		Lead
13.	Prepare and present budget status reports on the project.	<ul style="list-style-type: none"> Budget Status Reports 	Lead
Change Management			
14.	Develop and implement a Communications and Change Management Plan.	<ul style="list-style-type: none"> Communications & Change Mgmt Plan 	Participate To be developed by the vendor
15.	Identify major project milestones and how these can be celebrated by the project.		Lead
16.	Develop and Implement a Workforce Transition Plan.	<ul style="list-style-type: none"> Workforce Transition Plan 	Lead

	Activities	Deliverables/Tools	Plante Moran Role
17.	Execute Communications and Change Management Plan.		Participate To be developed by the vendor
Project Administration			
18.	Maintain and manage the Issues and Action Items Log.	<ul style="list-style-type: none"> Issues and Action Items Log 	Joint Lead with Vendor
19.	Maintain and manage the Decision Log.	<ul style="list-style-type: none"> Decision Log 	Lead
20.	Maintain and manage the overall project schedule.	<ul style="list-style-type: none"> Project Schedule 	Joint lead with Vendor
21.	Monitor progress related to completion of interface development, report development, data conversion, training, testing and other major components of the project.		Joint lead with Vendor
22.	Maintain and manage the individual team schedules.	<ul style="list-style-type: none"> Project Schedule 	Joint lead with Vendor
23.	Monitor completion of MPS team assignments.		Lead
24.	Identify, initiate, review and track change order activity.		Review and recommend
25.	Prepare project communications.		Lead
26.	Resolve project issues.		Participate
27.	Manage project staffing issues.		District Responsibility for MPS staff
28.	Assign and coordinate resources to conduct project activities.		District responsibility
29.	Coordinate logistics around staff, vendor and facilities scheduling.		Participate
30.	Schedule technical and application consulting sessions.		District responsibility.
Quality Assurance			
31.	Monitor compliance of vendor(s) to their contract(s).		Lead
32.	Monitor the overall status of the project and raise issues to the appropriate level within the project.		Lead
33.	Review and comment, as needed, on the overall project timeline.		Participate
34.	Monitor and report on project risks.		Lead
35.	Review and approve/deny all vendor invoices.	<ul style="list-style-type: none"> Vendor Invoices Memo of Approval/Denial 	District responsibility
36.	Conduct bi-monthly Quality Review sessions between the Client and Software Vendor.	<ul style="list-style-type: none"> Quality Review Feedback Form 	Lead
Security			
37.	Define rights administrators.		District responsibility

	Activities	Deliverables/Tools	Plante Moran Role
38.	Conduct training for rights administrators.		Vendor responsibility
39.	Define security needs.		District responsibility
40.	Implement security classes.		District responsibility
41.	Assign staff to security classes.		District responsibility
Modifications, Interfaces and Forms			
42.	Determine application modifications, interfaces and forms required.		Negotiated as part of contract with vendor.
43.	Confirm modifications, interfaces and forms requirements.		Lead
44.	Develop modifications, interfaces and forms.		Vendor responsibility
45.	Test and deploy modifications, interfaces and forms.		District responsibility
Reporting			
46.	Define required custom reports.		District responsibility
47.	Review and prioritize custom report requests.		Participate
48.	Develop custom report specifications.		Vendor to develop with the District to review
49.	Develop, test and implement custom reports.		Vendor and District staff
Testing			
50.	Define testing processes to conduct to include: <ul style="list-style-type: none"> • Static environment testing • System testing • Stress testing • User acceptance testing • Integration testing 		Vendor to develop
51.	Define test coordinator and role.		Lead
52.	Develop mechanism in which to track test issues.		Lead
53.	Develop test scripts, packets and scenarios as part of testing.		Participate
54.	Conduct various levels of testing.		Review results
55.	Resolve issues discovered during testing.		Review results
Software Vendor Consulting			
56.	Conduct software consulting sessions.		Vendor to conduct with the District; Participate as needed

	Activities	Deliverables/Tools	Plante Moran Role
Training and Documentation			
57.	Develop mechanism for tracking attendees at the training sessions.		Provide template to the District training team to track
58.	Define training curriculum(s).	<ul style="list-style-type: none"> • Training curriculum 	Review results
59.	Identify trainers.	<ul style="list-style-type: none"> • Trainers 	Review results
60.	Identify training locations.	<ul style="list-style-type: none"> • Training locations 	District responsibility
61.	Procurement training equipment.		District responsibility
62.	Develop training material.	<ul style="list-style-type: none"> • Training Material 	Review results
63.	Schedule training sessions.		District responsibility
64.	Copy and distribute training material.		Vendor and District responsibility
65.	Prepare training classrooms.		Vendor and District responsibility
66.	Conduct training sessions; measure effectiveness	<ul style="list-style-type: none"> • Training Survey 	Review results
67.	Define and develop decentralized end-user documentation.		Participate
68.	Define and develop user documentation.		Participate
69.	Define and develop technical support documentation.		Review results
Data Conversion			
70.	Confirm data conversion requirements.		Negotiated as part of Vendor contract
71.	Develop data conversion maps.	<ul style="list-style-type: none"> • Data Conversion Maps 	Review results
72.	Develop data conversion programs.	<ul style="list-style-type: none"> • Data Conversion Programs 	Vendor responsibility
73.	Extract data from legacy systems and send to vendor.		District responsibility
74.	District to receive, load and reconcile converted data.		District responsibility
75.	Archive legacy data for historical reporting.		Participate in design of solution. Review results.
76.	Conduct data conversion clean-up.	<ul style="list-style-type: none"> • Converted Data 	Review results.
Go-Live Activities			

	Activities	Deliverables/Tools	Plante Moran Role
77.	Develop a transition strategy.	<ul style="list-style-type: none"> Transition Strategy 	Participate Vendor responsibility
78.	Develop and execute go-live checklist.	<ul style="list-style-type: none"> Go-Live Checklist 	Participate Vendor responsibility
79.	Define vendor support requirements both on-site and off-site for the go-live period and shortly thereafter. This would include support for integrated third-party products.		Lead
80.	Go-Live.		Review results

2.1.3 Project Closing and Post Implementation Support

Upon completion of the executing and controlling phases of the project, the project will transition to a project closing phase in which much of the time will be spent on resolving go-live issues and transitioning from an implementation to an on-going operational state of the system. We anticipate the following activities being performed in this phase of the project:

	Activities	Deliverables/Tools	Plante Moran Role
1.	Identify post-implementation team activities that require resolution.		Lead
2.	Define vendor post go-live support requirements.		Vendor responsibility
3.	Transition the District from implementation to support.		Participate
4.	Develop a transition plan from the vendor to the client.	<ul style="list-style-type: none"> Transition Plan 	Vendor responsibility
5.	Develop and document on-going system support procedures.	<ul style="list-style-type: none"> On-Going System Support Procedures 	Participate
6.	Finalize the on-going support structure including roles and responsibilities of the different stakeholders.		Lead
7.	Become involved in the vendor's user group.		District Responsibility
8.	Archive project records.		Participate
9.	Close-out all contracts.		Participate
10.	Conduct debriefing sessions on the product and services portion of the project.		Lead

Section 3: Proposed Staffing

Our approach to this project is to assign staff to areas of the project where their expertise provides the greatest value. Specifically, our project-staffing plan is carefully tailored to assure that project team members are assigned tasks closely aligned to their experience and capabilities. With this approach, we believe that all project tasks can be effectively achieved and any issues or problems can be resolved expediently, resulting in the successful accomplishment of the project objective.

The list below summarizes the role of staff that will be on the project. All team members have solid professional, academic, and managerial backgrounds. As our discussions with the Milwaukee Public Schools evolve, additional Plante Moran staff may be identified to perform various activities and tasks related to this project.

Our core project staff in support of this initiative are:

- Judy Wright, Partner – Project Director
- Melissa Miller, Senior Manager – Project Manager
- Matt Lindner, Senior Manager – Functional Expert
- Pam Voorhees, Manager – Functional Expert
- Amy Sasina, Manager – Project Management Support
- Chris Carr, Senior Consultant – Project Management Support

We have added Pam Voorhees the team that worked with the District on the selection process. We are proposing that Pam lead the finance workstream; Pam has over twenty years of experience working with organizations on technology initiatives, primarily ERP-related. She worked in one of Illinois' largest school districts and earned her business official certification through IASBO.

Additional Resources:

- Marv Sauer, Principal – Organizational Assessment
- Melissa Auchter, Architect – Infrastructure and Security



Judy Wright

Partner
Management Consulting

SUMMARY OF EXPERIENCE

Judy has over 25 years of experience in the education industry. Judy leads our Public Sector Consulting Practice for Plante Moran and works with organizations to better leverage technology and improve operations. Her experience includes: project management, strategic initiatives including IT assessments and project facilitation, process improvement, technology planning, ERP assessment and selection and enterprise network design. She has managed in excess of \$120 million of enterprise-wide technology, in close coordination with the client, architects and construction managers. Prior to joining Plante Moran, Judy was the Director of Computing Services at Wayne State University School of Business Administration and adjunct faculty in the Management Information Systems program. She holds a Bachelor of Arts degree in Computer Science from Wayne State University and a Master's in Business Administration from The University of Michigan.

PROJECT ROLES

Typical project roles include: project management, technology planning, bond planning, operations reviews, facilitation, bond program management for technology, and shared services facilitation.

SELECTED KEY CLIENTS

- Milwaukee Public Schools, *ERP Selection*
- Garland ISD, *SIS Selection and Implementation Management*
- Richland County School District One, *ERP Selection and Implementation Management*
- L'Anse Creuse Public Schools, *Technology Design and Project Management – 4 Bonds totaling in excess of \$50 million in technology*
- Oakland Schools, *Numerous projects including ERP Selection, Shared Services and Implementation Management*
- Livonia Public Schools, *Technology Owner's Representative – Bond*
- Toledo Public Schools, *ERP System Selection, IT Assessment and Strategic Planning*
- Lorain County Community College – *ERP Assessment, Selection, Quality Assurance, Shared Services Feasibility, IT Assessment*
- Michigan State University College of Veterinary Medicine, *IT Assessment*
- Henry Ford Community College, *Numerous IT projects*

EDUCATION

Master of Business Administration
University of Michigan:

Bachelor of Arts, Computer Science,
Wayne State University:

SELECTED PRESENTATIONS

Profile of Notably Successful Districts:
MSBO Financial Strategies (2017)

Cybersecurity in K12 – What School
Board Members Should Know: School
Law and Finance Seminar

Security Trends in K12: PM Webinar

Early Warning – Administrative Review:
MSBO Financial Strategies (2016)

High performing IT organizations:
TASBO (2015)

Technology primer for School Board
Members: School Law & Finance
(2014), MASB (2014)

Restructuring central office: SWMSBO
(2013)

Social media, the good, the bad, and
the issues: AASPA (2012)

Restructuring Central Office: MSBO
(2010, 2012)

Central Office Shared Services:
SWMSBO (2012)

Balancing quality service with
operational efficiency: OACUBO (2011)

Benchmarking: School Law and
Finance Seminar (2011, 2014)



Melissa Miller, PMP

Senior Manager
Management Consulting

SUMMARY OF EXPERIENCE

Melissa has over twenty years of experience working with education and manufacturing clients in the area of operations, process, and technology. She is an experienced project manager with specific expertise in the areas of strategy, organizational and operational analysis, and performance improvement solutions. Prior to joining Plante Moran, Melissa was Vice President, Manufacturing Solutions for a management consulting firm leading their human performance and organizational effectiveness practice. She worked with large manufacturing organizations leading strategy development, organizational/operation effectiveness efforts (process improvement/redesign, cost containment, outsourcing), managing large scale project implementations, and human performance improvement initiatives. She served as a local school board member and was an active member of Michigan Association of School Boards and Oakland County School Boards Association.

PROJECT ROLES

Typical project roles include: project management, technology assessments, operations reviews, system selection and implementation, bond program management for technology, and shared services facilitation.

SELECTED KEY CLIENTS

- Richland County School District One – *Finance & HR System Selection & Implementation*
- Kettering City Schools – *Finance/HR and Student Information System Selection*
- Forest Hill Public Schools – *Finance & HR System Selection & Implementation Support*
- St. Johns Public Schools – *Finance & HR System Selection, Contract Negotiations & Implementation Support*
- Garland Independent School District - *Student Information System Selection. SIS Implementation Project Management*
- Youngstown City Schools – *Operations Efficiency*
- Lenawee Intermediate School District – *Purchasing Analysis & Process Mapping*
- Ingham Intermediate School District – *Project Management Training*
- Major Health System – *PMO Governance & Payroll Process Analysis*

EDUCATION

Human Resource Development,
Oakland University

SELECTED PRESENTATIONS

Technology Trends: MASB (2016)

Tips for ERP System Selection and
Implementation: TASBO (2016)

Technology Primer for Board Members:
MASB (2014)

Project Management Essentials: Plante
Moran (2014, 2015, 2016)

PROFESSIONAL TRAINING & AFFILIATIONS

Certified, Project Management
Professional (PMP), Project
Management Institute

Member, Project Management Institute
(PMI)

Michigan Association of School Boards;
Certified Board Member (2013)



Pam Voorhees

Senior Manager
Management Consulting

SUMMARY OF EXPERIENCE

Pam is a highly accomplished, vision-oriented leader that uses a collaborative entrepreneurial approach to increase performance through the business and operations department activities. She possesses an adept ability to step out of the box and view the whole picture while envisioning the ultimate objective. Pam's primary focus is in providing financial expertise for client optimization within ERP solutions. She is a highly skilled team member focused on maximizing resources to help each stakeholder achieve their goals.

PROJECT ROLES

Pam has over 25 years of transformational leadership, process improvements, ERP system implementations; as well as, management know-how specific to multi-site education and government business offices. She recognizes the concerns of all segments to incorporate into exceptional customer satisfaction, administration, operations, statutory reporting, team building, strategy development and KPI monitoring for optimal sustainable success. Prior to joining Plante Moran, one of Pam's accomplishments involved collaborating with all business units within Illinois' eighth largest school district to win two ASBO Certificates of Excellence in Financial Reporting, three GFOA Certificates of Achievement for Excellence in Financial Reporting and the district's first ASBO Meritorious Budget Award.

SELECTED KEY ENGAGEMENTS

- Mapping of ERP general ledger data flows and internal controls for a \$500 million international manufacturer; provided recommendations for redesign, documentation and training.
- Spearheaded the Phase II ERP implementation at a \$90 million store display company to integrate third party modules.
- Education: Analyzed and documented business practices for a \$200 million district. Recommendations earned the district five national awards for financial and budget reporting transparency.
- Guided the ERP steering committee as CFO of this \$60 million multi-state manufacturer. Reengineered workflows and redesigned JD Edwards data elements to provide next morning management reporting; reducing inventory and lead-times.

EDUCATION

Post Graduate – Northern Illinois University - Education Leadership

MBA – Finance and Information Systems – North Central College

BS – Business Administration and Accounting – Elmhurst College

Adjunct Instructor – Northern Illinois University, Waubensee Community College

CERTIFICATIONS

Certified Public Accountant

Certified Management Accountant

Chief School Business Official

PROFESSIONAL AFFILIATIONS

AICPA

Finance Advisory Committee for Kaneland CUSD 302

Illinois Assoc. of School Business Officials; Policy and Public Affairs Committee



Matthew Lindner

Senior Manager
Management Consulting

SUMMARY OF EXPERIENCE

Matt is a Senior Consulting Manager with Plante & Moran, and has over fourteen years of information technology experience across a broad spectrum of projects working with clients in a variety of industries. Significant experience in assisting clients with system design and selection projects, project management, process redesign, operational improvement and needs assessments. Typical projects have included ERP and other software systems as well as IT infrastructure (including: cabling infrastructure, file servers & SANs, network electronics, classroom technologies and telecommunications systems).

PROJECT ROLES

Typical project roles include: project management, implementation management, system selection facilitations, facilitation for operational improvement, technology planning and design.

SELECTED KEY CLIENTS

- Kent Intermediate School District, *Project Management for the Technology Readiness Infrastructure Grant related to the development and deployment of the MTRAx application. Also leading the redesign of the statewide technology planning process for Michigan K-12 districts.*
- Oakland Schools, *Finance & HR System Selection and Implementation Management; Process Redesign; VoIP System Design, Selection & Implementation Management*
- Ingham Intermediate School District, *Special Education / RTI System Selection*
- Livonia Public Schools, *Technology Bond Owner's Representative*
- Lincoln Consolidated Schools, *Technology Bond Design and Implementation Management*
- Fremont Public Schools, *Technology Bond Design and Implementation Management*
- West Bloomfield School District, *VoIP and Network Electronics Design, Selection and Implementation Management*
- Wayne Westland Community Schools, *Instructional Technology Implementation Management*
- Henry Ford College, *Process Redesign*
- Saginaw Valley State University, *Process Redesign*
- Grand Valley State University, *IT Staffing Assessment*

EDUCATION

Bachelor of Arts & Telecommunications
Michigan State University

SELECTED PRESENTATIONS

Profile of Notably Successful Districts:
MSBO Financial Strategies (2017)

MSBO 2013 – Technology Department
Service Level Agreements

MSBO 2012 – IT Staffing & Support

School Law and Finance Seminar 2012
– iPads in Education

Webinar – Strategic IT Sourcing

PROFESSIONAL TRAINING & AFFILIATIONS

ITIL Foundation



Amy Sasina

Consulting Manager
Management Consulting

SUMMARY OF EXPERIENCE

Amy has over 10 years of information technology experience in a number of industries, including the educational industry. Amy's experience includes operational improvement projects, process redesign, project management, implementation management, sourcing reviews, strategic initiatives including IT assessments and technology planning, system design and selections (software, hardware and structured cabling) and information systems assurance.

PROJECT ROLES

Typical project roles include: project management, implementation management, system selection facilitations, facilitation for operational improvement, technology planning and design.

SELECTED KEY CLIENTS

- Birmingham Public Schools, *Student, Finance & HR System Selection; Process Redesign; Implementation Management*
- Rochester Community Schools, *Student Information System Selection*
- Garland ISD, *Student Information System Selection*
- Rockford School District 205, *Student, Finance & HR System Selection*
- Toledo Public Schools, *Student, Finance & HR System Selection*
- Oakland Schools, *ERP collaboration and Selection*
- Lenawee-Monroe Technology Consortium, *Student, Finance & HR System Selection; USF Technology Selections (multiple years)*
- Ingham ISD, *Finance & HR System Selection;*
- L'Anse Creuse Public Schools, *Technology Design & Implementation Management*
- Huron Valley Schools, *Bond Technology Implementation Management*
- Henry Ford Community College, *System Selections, Process Redesign*

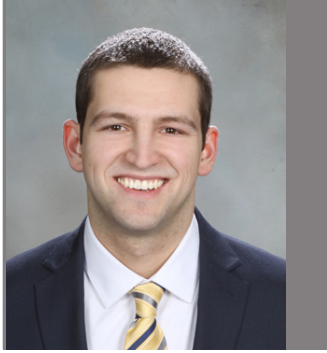
EDUCATION

Bachelor of Business Administration
Western Michigan University

Computer Information Systems with
minors in Accounting and General
Business
Western Michigan University

SELECTED PRESENTATIONS

MSBO Technology in Administration
(2010)



Christopher Carr

Senior Consultant
Management Consulting

SUMMARY OF EXPERIENCE

Chris is a Senior Consultant with Plante Moran, and has 2.5 years of experience in IT Consulting and 5 years of experience in Information Technology. He has supported clients in fields such as K-12 education, healthcare information systems, and communications, and has specialized in business data analysis and database technologies. Throughout his career, he has developed a wide array of technical and professional skills by taking on diverse project roles such as Business Analyst, Database/ETL Developer, and Technical Team Lead. Chris has additional project experience and skills in technical requirements determination and planning, data modeling, SQL language and debugging, and UNIX shell scripting. Prior to joining Plante Moran, Chris worked as an IT Consultant for Hewlett Packard Enterprise. Chris's educational background includes a Bachelor of Science from the University of Notre Dame.

EDUCATION

Bachelor of Science
University of Notre Dame

PROJECT ROLES

Typical project roles include: RFP development and proposal analysis, requirements determination and planning, business data analysis, implementation and development, system selection facilitations, technical design and modeling.

SELECTED KEY CLIENTS

- Grand Ledge Public Schools – *ERP System Selection*
- Southgate Community Schools – *Custodial Services Selection*
- Lake Orion Community Schools – *Transportation Services Selection*
- Waterloo Industries – *IT Systems Migration*



Marvin Sauer | Principal

Marv has worked with educational clients for over 25 years taking them from initial strategic planning through the successful implementation of a wide variety of technologies from infrastructure to the classroom. He is a talented facilitator of small to large groups working with personnel ranging from classroom teachers to school board members. Marv has given presentations at local and national educational conferences on topics such as “Building the Multimedia Network of Tomorrow, Today” and “With Strategic Planning First, Successful Implementation Follows”. He holds an MBA in Finance from the University of Michigan and a BS in Math and Computer Science from UCLA.



Melissa Auchter | Manager

Melissa Auchter has twenty years of experience designing, implementing, and maintaining IT infrastructure solutions. Her experience includes leading infrastructure teams and projects from positions such as network engineer, IT project manager, and director of technology services. She has worked at both the strategic and tactical level to build enterprise level solutions to include building new data centers, local and wide area network/telecommunication infrastructure, and virtualized server and storage systems. She is also ITIL Foundation v3 certified and has led projects to establish documentation and process for task management, change management, and service catalog. She has a wealth of experience in the K-12 industry where she worked at both the intermediate and local school district level, in the latter as the director of technology services. In addition to education, she has also done work in the financial, manufacturing, and marketing services industry. Melissa holds an MBA in Technology Management from University of Phoenix and a Bachelor of Science degree in Management Information Systems from Oakland University.

Section 4: Cost Proposal

Plante Moran proposes a not-to-exceed **monthly** fee of \$49,450 per month for 21 months (based on 230 hours per month) for a Project Management Office (PMO) approach. The fee for month 22 (January, 2019) is anticipated to be \$27,950.

With the PMO approach, we will provide a combination of on-site and off-site assistance in the following areas:

Role	Role Description	FTE
Project Manager	Act as the client project manager during the implementation. Note – the project manager will also lead one of the functional teams (see below for additional FTE allocation)	.4 to .6 FTE
Functional Team Project Managers	Act as a member of a functional team (HR, Finance, Procurement, Payroll) during the implementation providing advice, issue tracking and ensuring that existing business processes are challenged during the course of implementing those module(s). Provide project management assistance to a functional team to track and monitor progress on completing required activities.	.6 to .7 FTE (combined total of one or more functional team project managers)
Project management support	Together with the Project Manager, track and confirm that action items and homework are completed on time. Approve all invoices while tracking and reporting the monthly project budget. Track overall timeline	.2 to .3 FTE
Total		1.2 to 1.6 FTE (48 to 64 hours per week)

Our total fees for 22 months will not exceed \$1,066,400 (a total of 4,960 hours) based on the assumptions below, unless approved in advance by the District. We will work closely with MPS to manage the total project hours and corresponding budget. For cash flow purposes, we propose that at the end of each quarter we evaluate the number of actual hours provided during the quarter and “true-up” by either issuing an invoice for additional fees or reducing the fees on the next invoice.

The following assumptions have been developed related to the services and proposed pricing:

General Assumptions:

- The blended hourly rate for this engagement will be \$215 per hour including all travel expenses.
- Additional work requested by the District that is not defined in the project work plan can be provided at a blended hourly rate of \$215/hour. This includes specialists such as process improvement, change management, etc.
- The ERP implementation project will commence on April 1, 2017.
- We will assume that our involvement on the project will be consistent with the project start and go-live dates (July 1, 2018 for Finance and January 1, 2019 for HR/Payroll).
- Management decisions on the project are the responsibility of the District.

Staffing Assumptions:

- The District will minimally source the following resources to the project:
 - An Executive Sponsor(s) that will visibly champion the project.
 - An Executive Steering Committee (ESC) that is made up of senior-level staff within the District that will provide executive level support and decision-making on the project.
 - District ERP Project Director(s) that will have overall District responsibility for the project and be able to make staffing and management related decisions on the project.
 - A Steering Committee consisting of staff from key District departments that will act as a sounding board for significant project decisions.
 - An administrative resource that will be available for use by the Plante Moran staff for administrative activities to be performed on the project. (e.g., meeting scheduling).
 - A Training Lead and required trainers that will be responsible for all training related activities on the project.
 - A Communications Lead that will act as a resource for communicating important information to stakeholders external to the core project team (i.e., District staff, vendors, District Board members, etc.).
 - Technical staff that will work under the guidance of the Plante Moran Project team to include minimally the following areas: interface development, data cleansing, extraction of data from legacy systems for data conversion, report development, user security and access controls, workflow development, forms development, and other technical duties as assigned to the District technical staff.
 - Leads for each of the ERP modules to be implemented that are sourced to the project team and are able to make decisions on behalf of the areas they represent.
- Plante Moran staff will conduct work using a combination of on-site and off-site work location. Plante Moran and the District will mutually agree to a flexible schedule to accommodate schedules for traveling consultants. With prior approval of the District, remote Plante Moran personnel may work hours other than those defined as typical business hours for Plante Moran. Plante Moran anticipates having staff onsite during 3 weeks of each month.
- The District and Plante Moran, to the best of their ability, will implement means to provide continuity of its core project team skills, and functional knowledge of the existing District systems and processes to carry out their assigned implementation tasks, and accountability to the project management.
- The District and Plante Moran will jointly evaluate project progress on a regular and continuing basis. Both parties agree that each may need to provide additional resources to the project if the project falls behind schedule. These resource changes will be mutually agreed to by Plante Moran and District project leadership and addressed via a change order process.
- Plante Moran is assuming that there will be active involvement by the District both in the business and technical areas for staff to work closely with Plante Moran such that Knowledge Transfer can occur so at the conclusion of the implementation phase of the project, District staff are ready and capable to provide on-going support of the implemented solution.

Facilities/Tools/Equipment/Security Assumptions:

- While working onsite, the Plante Moran and District project team will be co-located during business hours in Milwaukee, WI at facilities provided by the District at no cost to Plante Moran. Onsite Plante Moran consultants will spend most of their time on District premises.
- Plante Moran will abide by and respect restrictions and work place rules applicable to District premises.
- Core project business hours for which meetings between Plante Moran, Vendor and District will typically be held and for which staff are expected to be onsite are from 8:30 AM to 4:30 PM (Central Time).
- The District will be responsible for providing working facilities to Plante Moran prior to work being initiated.

- At a minimum, the District will provide Plante Moran's personnel with access to locked areas in which to store sensitive information when it is not being used or when Plante Moran's personnel are not on-site at the District's facilities.
- Each Plante Moran consultant will need a work space. Each consultant work space should have a desk with Internet access and a telephone for project use only.
- The District will provide the proper VPN and network access to perform the project related activities both onsite and remote.
- Each Plante Moran consultant will have access to the District's email system and a District email address and active directory access where appropriate for communicating with the project team. In addition, Microsoft Outlook will be used as a scheduling tool for meetings.
- The District will provide access to laser jet printer (or equivalent) for project purposes.
- The District will provide access to a copy machine for project purposes.
- The District will provide Plante Moran project staff with appropriate security access credentials to the District's designated work location throughout the term of this project within two (2) weeks of their assignment start date.

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